



# Notes from the Director

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## DIRECTION AND EMPHASIS

The Intelligence Community's fundamental goal remains the same over time: to produce the highest quality intelligence of which we are capable to meet the needs of the President, the Congress, and other decision-makers in government. However, there are bound to be shifts of emphasis in our efforts and some redirection to reflect the changing times and the needs of our consumers. I would like to share with you the goals toward which I would like to see us all working and which I think will contribute significantly to the achievement of our fundamental goal over the next few years.

- Ensure that analysis and estimates are objective and focus on topics which will be useful to the consumer.
- Solicit greater utilization of the Intelligence Community product, especially in areas where demand has been light; e.g., Congressional Committees we do not regularly service, Cabinet officers other than Defense and State, the public.
- Establish procedures for devising integrated collection strategies and for ensuring that collection is achieved on an integrated basis.
- Develop a strategy for anticipating how intelligence priorities may change over the next decade.
- Develop a strategy for developing the most appropriate technical collection systems to support the next decade's production requirements.
- Rebuild the confidence of the U.S. public in the Intelligence Community.

I solicit your ideas and specific suggestions on how any of these goals might be realized. Beyond that I ask that you all support these goals in any way you can in your daily work.

## GRIEVANCE SYSTEM

I have noted from my past experience that a well-established procedure through which employees can air their grievances is an integral part of any good personnel management system. I am pleased to note that this Agency has such a procedure well established. Heads of the Career Services have established uniform procedures in each of their individual services and employees are urged to become familiar with the system and the processes available to them. These procedures provide for prompt, competent, fair consideration and resolution of employee grievances. It is Agency

policy that employees are free to seek solutions to job-related grievances without restraint, coercion or reprisal.

In this connection, a grievance is an oral or written request by an employee, or group acting as individuals, for relief from dissatisfaction with working conditions or other matters subject to the control of Agency management. The aim of the system is to resolve grievances whenever possible in an informal manner and at the lowest level of administration. Employees are encouraged to bring any real or apparent grievances to the attention of their supervisors who are under obligation to process complaints promptly and fairly, seeking the advice of and assistance of others when necessary. However, when an employee has a valid reason for not taking a grievance to the immediate supervisor, he or she may go directly to the Director of Personnel or to the Inspector General for advice and guidance.

Formal grievance procedures may be initiated by an employee or group of employees, dissatisfied with attempts to resolve the matter informally. The formal grievance should be submitted in writing with sufficient detail to establish the basis for the grievance and the specific relief requested. If the Career Service grievance procedure fails to satisfy the employee, the employee concerned has the right to ask the Director of Personnel to review the matter. A deciding official's decision may be appealed to me, through the Inspector General, and I will attempt to resolve the matter as justly and promptly as I can.

## SENATOR INOUE VISIT TO CIA

Senator Inouye was most pleased by the reception all of you accorded him when he appeared here at Langley on the 17th of June as part of our monthly guest speaker program. I know that you were as interested as I in what the Senator had to say about the Agency, as well as about the status of some of the pending proposals in the Senate.

The Senator told me he enjoyed meeting with you and appreciated the opportunity to personally express himself on a number of important issues of mutual interest.

## COMMENTS FROM DDA EXCHANGE

I was recently asked to make some comments for the soon-to-be-published quarterly *DDA Exchange* magazine. I thought a few of these should be of interest to you.

"One of my highest priorities, and one which I hope you will share through your support and your ideas, is to increase public understanding of what the Central Intelligence Agency does and why . . . I think it will benefit the Agency and help restore public trust in the critical job we are doing to step out of the shadows of secrecy and let the public see what we are doing to the greatest extent possible. . . .

"In my short time with you, I have found the challenge stimulating. The CIA has a key role in our Government. The support we provide the President, Congress, and the Cabinet is absolutely central to their decision-making and we are relied on by them to provide the best information and analysis available on which they can base their decisions. You are unquestionably where the action is.

"You are also where the best people are. The CIA is openly recognized throughout Government as being staffed by outstanding people. This has been confirmed to me personally during these past months through the timeliness of your responses and their obvious quality and thoroughness.

"The opportunities available to the Agency in the coming months could not be more exciting. America is not the dominant political, economic or military force in the world that it was after the Second World War. The Soviet Union has established great military power. Even the smaller nations of the Third World can together exercise real economic leverage. And, year by year, the rest of the world continues to evolve politically. Few nations are willing to accept either democracy or communism in their pure forms or as dictated to them by larger nations. Instead, they seek a tailoring of political theory to their own situation. Consequently, the political influence larger nations can exert on developing nations is limited. Centers of powers sometimes shift unpredictably, vitiating what was yesterday thought to be an uncompromisable power base, be it political, economic or military.

"In this fluid world, knowing what other nations are thinking and what they intend to do is the surest guarantee that we will be ready to counter or complement their actions. The Intelligence Community is unique in making this contribution to the leaders of our country. Our task today is to increase the receptivity of Congress, the President, and, most important, the public to our product. To do this, we must demonstrate through action that the intelligence product is of highest quality, that it reflects the maximum of our collection and analytic capabilities, and that it is being pursued in a manner of which they can be proud. Our efforts to open the Agency to greater scrutiny are, in my mind, indispensable to this goal. I solicit your cooperation and help."

## STATUS OF CIA TOUR PLANS

We are still addressing the question of providing tours at Headquarters; a decision has not been made. Our objective in this initiative would be to seek better public understanding and support of what the Agency does and why.

Before we make a final decision, I want to take a very close look at the disruption to our employees' activities, assess the security implications and resolve the many logistics problems involved.

Meanwhile, we are working to obtain at least the capability to have such tours. We have decided to produce several exhibits which can be used either for the tours at Headquarters or made available for viewing at other locations, i.e., museums, meetings, conventions, etc. Before proceeding, we will then invite the families of CIA employees into the Headquarters to take a look at what we have in mind. I want to obtain the comments and recommendations of you and your families before any final decision is made.

## "60 MINUTES"

The "60 Minutes" show which will contain the results of the recent CBS filming of the Agency will be presented on 10 July 1977.



STANSFIELD TURNER  
Director